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ABSTRACT

This report evaluates the Fox Valley Consortium for Job Training and Placement of the Homeless which involves five educational, social service, and community organizations in activities to facilitate the educational development and financial independence of homeless participants. The consortium consists of: the Community Crisis Center (area shelter for homeless women and children); the public aid office; the Salvation Army; a Hispanic community based organization; and alternatives (Elgin Community College). The consortium was formed to coordinate area service providers, provide job training and placement, assist homeless people in finding housing, and collect data on the homeless to help create more permanent solutions. Specific program activities or services include an active and ongoing recruitment campaign; a holistic case management team approach; assessment of participants' immediate and long-term needs; weekly seminars on occupational decision making and job-readiness skills; job placement and development; assistance in entering vocational training programs at Elgin Community College; job retention services; support services; and intervention to place participants in emergency shelters, transitional housing, and permanent housing. An evaluation of of the project revealed the following: (1) between May 1, 1991 and April 30, 1992, 532 homeless people were served, 274 were enrolled in training programs, 129 were placed in full- or part-time jobs, and 76 were still employed after 13 weeks; (2) 58 participants were assisted in finding permanent housing, and 50 were placed in emergency housing; and (3) since the implementation of a policy requiring participants to meet with Certified Substance Abuse Counselors or Mental Health Specialists, to follow through on referrals, and to attend the weekly occupational seminars, participant retention has increased from 44% in 1988-89 to 64.41% in 1991-92. Information on the evaluation methodology, program participants' characteristics, consortium members, and program services and outcomes is included. (MAB)

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FINAL EVALUATION REPORT

JOB TRAINING FOR THE HOMELESS DEMONSTRATION PROGRAM

U.S. DEPARTMENT OF LABOR - EMPLOYMENT AND TRAINING ADMINISTRATION

FUNDING AGREEMENT #99-9-3493-79-145-02

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PROJECT TITLE: FOX VALLEY CONSORTIUM FOR JOB TRAINING AND PLACEMENT OF THE HOMELESS

TIME PERIOD COVERED: 5/1/91 TO 4/30/92

EXTERNAL CONSULTANT - NORTHERN ILLINOIS UNIVERSITY

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I. INTRODUCTION

Elgin Community College - Alternatives Program is one of only seven programs in the nation continually funded by the Stewart B. McKinney JTHDP since its inception in October, 1988. Alternatives is housed in the Downtown Fountain Square Campus of Elgin Community College and is located about 40 miles west of Chicago. Unique in that it serves urban, suburban, and rural areas, its district covers three hundred and sixty square miles with approximately 300,000 residents.

Entirely grant funded, Alternatives began in 1981. Other grants include the Displaced Homemakers Program, the Single Parent, the Special Needs Assistance Program (for the disabled,) and Project Chance (AFDC). Through a State Grant, the Family Crisis Project, ($27,727 per year) Alternatives began Job Training and Placement of Homeless Women in 1985 and consistently met or exceeded its goals of enrollment and job placement. Through this program, the ground work was laid for the Fox Valley Consortium for Job Training and Placement of the Homeless.

The Consortium Consists of:

1) The Community Crisis Center - Area shelter for homeless women and children
2) The Public Aid Office
3) The Salvation Army
4) The Hispanic Community Based Organization - Centro De Informacion
5) Alternatives - Elgin Community College

The five agencies are within walking distance of each other and unite professional, caring staff and limited funding

to serve the Homeless. These five original agencies remain as the nucleus or hub of the Consortium/Coalition, but through the years this community response to the Homeless has grown to include over 30 different groups including area agencies, business and industry, realtors, area churches, area JTPA, the Elgin Housing Authority, and HUD.

The Target Population is the full spectrum of Homeless people - those eighteen years and older who were on the streets, in shelters, in half way houses, in transitional living centers, or those who lack a permanent adequate night time residence. From October 1988, to March 1991, all Homeless who sought services were enrolled including single parents, families with children, single men and women, youth, older adults, veterans, disabled, and those with mental health and substance abuse problems - the full spectrum of the Homeless. In this current grant year, May 1991 to April 1992, the full spectrum of the Homeless continues to be served and the Intake is completed on all Homeless who come to the program seeking services. However, enrollment now requires assessment by the Mental Health Specialist/Certified Substance Abuse Counselor, a follow though on referrals, and attendance at the one week seminar. Commitment to the program and to a life style change is expected from the participant.

Purpose -

The purpose of all of Alternatives Programs is embodied in its Working Philosophy.

Working Philosophy

A. Participants - It is our commitment to facilitate the development and attainment of our participants' goals - both educationally and employment oriented. The ultimate goal is for all participants to attain their full potential educationally and become financially independent. Commitment is the cornerstone and is expected from both participants and staff.

B. Staff - The ALTERNATIVES STAFF (The "A Team") will continually endeavor to perfect their professional, caring approach to participants, always alert and sensitive to special needs, cultural and ethnic differences, and privacy.

C. Community - We will continue to do outreach work in the community and expand this work if possible - (Public Aid Office, Community Crisis Center, Professional Meetings - Chamber of Commerce, Personnel Associations, Health and Welfare Associations, Job Service, and so forth). We hope for continued mutual support from the community for our successful efforts, indeed, effect the community.

In essence, the purpose of the Alternatives Homeless Program is to facilitate the participants effort to achieve their full potential educationally, become financially independent and achieve permanent housing. In addition, the Consortium pledged itself to address the more difficult questions of cause of homelessness and not just the "bandaid" solution of shelter.

In keeping with the intent of the original "RFP", three main goals were outlined and followed since 1988 -

1) Job Training and Placement of the Homeless followed by permanent housing.

2) Coordination of Area Service Providers

3) Gathering of Demographics on the Homeless so that replicable solutions could begin and a body of knowledge for Job Training and Placement could be developed.

Service Strategy -

Holistic, Case Management/Personal Advocate - Team - Approach. This includes both short and long term needs and goals. As in Maslow's Hierarchy the basic needs of food, shelter, and safety must be addressed first. All services are now offered in Spanish, Lao, Thai, Bengali, and American Sign Language.

Expected Outcomes - May 1991 to April 1992

Intake -	500
Enrolled -	300
Trained -	300
Job Placement -	160
13 Week Retention -	100
Housing upgrades -	120

Differences between current grant year and past grant years -

In previous years (10/88 to 3/91,) all Homeless who came to the program were enrolled. To serve those Homeless who will benefit the most, this grant year all Homeless who came to the program had an Intake completed but only those who followed through, as previously described, were enrolled.

Using Unemployment Insurance Records the Job Placement/Retention rates are being compared for those with only Intake versus Intake/Enrolled. The results are very positive.

In addition, the results of 13 week retention are the highest ever seen by this program including long term follow up. The retention rate is 64.41%.

Alternatives has always linked Permanent Housing to Job Placement. In addition, meetings have been held with HUD and the Elgin Housing Authority in the summer of 1990, January, 1991, and January 31, 1992. Also, the Executive Director of the Elgin Housing Authority met with consortium members in December, 1991. This should lead to additional certificates specifically for the Homeless.

II. EVALUATION APPROACH

Evaluation of program effort is a cornerstone of the program's success; effective evaluation gives merit to the staff's efforts and can provide new and more beneficial direction. Successful evaluation results give credence to program design.

A subcontract with Northern Illinois University, R. McSharry, for external evaluation has been effect since 1989, and has proved most valuable to the program.

The overall goal of the evaluation is the contribution to a body of knowledge capable of replication dealing with successful and cost effective Job Training and Placement of the Homeless with housing upgrades secured.

Objectives

I) To evaluate the program, its results, its services, and its staff, and when necessary use the evaluation to improve outcome measures.

II) To determine demographically which homeless participants benefit from specific program services.

III) To determine if a relationship exists between the program services offered to Homeless and the attainment and retention of a job.

Scope

To evaluate the program its services, outcomes, and staff - all who have had contact are asked to participate - area agencies, participants, businesses and industry and the Alternatives Staff.

In addition, long term evaluation has been established. Not only are results tabulated for the grant year, but also one year and more after the end of the grant. For example, at the end of the first grant year (10/88 - 9/89) the number placed in jobs was 188, retained was 72. However, long term follow-up was done in 12/90; fifteen months after the end of the grant, of the original 569 participants, 288 had been placed with 127 retained showing the need for long term commitment and follow up.

Methodology

I. To evaluate the program, its outcomes, its services, and its staff - two approaches are used.

   1) A quarterly comparison of outcomes proposed in the grant to actual outcomes confirmed in the program using the USDOL guidelines - number served, number trained, total placed in employment, total retained at 13th week, total with upgraded housing, etc.

   2) Confidential Evaluation from homeless participants after the seminar and after job placement. In addition, confidential evaluations are obtained from consortium/coalition members, participants who have been retained 13 weeks and longer, and Alternatives Staff and mailed directly to the External Evaluator - Northern Illinois University - once a year. This is a Survey asking each group to quantitatively rate the program, its services, and its staff on a scale of one to five. It also asks them to qualitatively

assess the program - what services should be added, expanded, deleted, changed.

II. To determine demographically which homeless participants benefit from specific program services the external Evaluator - Northern Illinois University compares the demographics of participants at various outcomes in the program. For example, the demographics of all participants at Enrollment compared to demographics of those placed in jobs and the demographics of those retained at 13 weeks.

III. To determine if a relationship exists between the program services offered to the Homeless and the attainment and retention of a job, the results of job placement and retention will be compared between Intake/Enrolled and Intake/Not Enrolled.

All homeless participants referred to the program will have an Intake. However, only those who - a) meet with the Certified Substance Abuse Counselors, b) follow through on referrals, and c) complete the Assessment and seminars will be enrolled. Using social security numbers and Unemployment Insurance Records, both subsets (Intake and Enrolled/Intake - Not Enrolled) can be compared after six months and one year. No controls will be used; therefore cause and effect cannot be established but simply a relationship.

The evaluator is Mr. Ruaidhri McSharry, Research Associate, Northern Illinois University, Center for

Government Studies. Their program has been working with the Job Training for the Homeless program in Illinois since its inception in 1988, and their external location to the program is beneficial. Their expertise in developing the data base (CCIP) for the program has been invaluable; in addition, NIU has to date presented two papers highlighting the Alternatives Program for the Homeless at two National American Evaluation Association meetings thereby expanding the program's coverage.

Survey

A new component to the evaluation technique employed by the program is a survey mailed to all participants reaching 13 week retention, all consortium members and all staff. The survey was kept simple with its focus on rating the program and its services. In addition, the survey wanted the respondents to reflect upon what they thought should be added or dropped from the program. The emphasis of the form for the participants was to examine what they thought was the most helpful in assisting them in getting to the 13 week retention level. Data collected from the CCIP system and evaluators examined the information to distinguish inputs from successful participants and those who were not successful. This survey is designed to get input from the enrollee perspective. The survey is intended to be direct and simple and not to follow any scholarly standards.

The results of this survey are outlined in the Program Outcomes section. The survey was a bold approach to obtain honest and forthright responses for all persons connected to the program. It goes above requirements because the program truly wants to know how to better the program for the future.

III. Program Services

In order to facilitate the homeless in their efforts to become economically independent, the Elgin Community College Alternatives Program established the Fox Valley Consortium for Job Training and Placement of the Homeless. The consortium unites the Public Aid Office, Community Crisis Center, Salvation Army, Centro de Informacion, and Elgin Community College. Other agencies including the Department of Rehabilitation Services, Illinois Department of Employment Security, Social Security, local mental health and substance abuse programs, area JTPA, churches, and business and industry have committed to aiding the consortium in establishing long term solutions for the homeless rather than just the band-aid of shelter.

A Holistic, Personal Advocate/Case Management Team Approach is used. Services are offered in English, Spanish, Lao, Thai, and American Sign Language.

RECRUITMENT

Recruiting is active and ongoing. The Alternatives Program Staff goes to the Community Crisis Center, to the Elgin Public Aid Office, Salvation Army, Centro de Information and the Transition Living Center in Aurora. Presentations by Program Staff are made on the local radio station and for local groups. Press releases describing the consortium activities and services are shared with area newspapers. In addition, coordination is maintained with the community college staff, Illinois Department of Employment Security,

Health and Welfare Association, Personnel Association, Elgin Chamber of Commerce, local JTPA Groups, Mental Health, and Substance Abuse Service Providers.

This outreach or community work requires "wearing out shoe leather" and seems to work best from the "bottom-up." The Personal Advocate/Case Manager literally goes out to the area agencies and meets other area service providers telling them about the program and services provided and in time learns about that agency's requirements and services they provide. This must be on-going. This is not a task to be done from behind a desk. When an outlying Service Provider has referred a participant to your program, and that participant then returns to them with a "success story" a built in recruiter has been established. This takes time, effort and commitment but the result is invaluable. This approach led to the formation of the Fox Valley Consortium for Job Training and Placement of the Homeless.

Holistic Case Management Team Approach

Case Management is defined by the Brandeis University model as follows - "Case-Management is a client-centered, goal-oriented process for assessing the need of an individual for particular services and assisting him/her to obtain those services." Alternatives has used this approach since 1981. As in Maslow's Hierarchy basic needs are addressed first.

Case management is the glue which holds a successful Job Training and Placement Program of the Homeless together. It is done well by highly qualified staff, who care about the

participant they are working with, and will take the time necessary to follow through with credit classes, job placement, housing assistance, and so forth. Generally it will take close to a year to develop a good Personal Advocate/Case Manager. It takes at least that long to not only learn all the different Agencies that are willing and available to assist, but to go that "extra" mile and learn not only the name of the agency but also the name of the "Contact" person. The Staff Member (Personal Advocate) who facilitates the Seminar that the participant attends will become that Participant's Case Manager and that staff member's name is placed on the front of that participant's file. Since only one staff member is full time with the JTHDP the participant sees other case managers, but careful progress notes are kept. The participant's Case Manager is responsible for follow up and follow through under the direction of the Manager.

Alternatives has always provided a Holistic approach to its work with Homeless participants including: Emergency Food, Shelter, Clothing, Substance Abuse/Mental Health Assessment and Counseling, Seminars, Child Care, Transportation, Medical Care, Eye Glasses, Clothing for Interviews and Work, Support Groups, Hair Cuts, Showers, Tuition and Books, Support Groups/Mentors, and Assistance with Permanent Housing after Job Placement.

The ALTERNATIVES approach, then, is essentially one of "team" and community networking. This case management approach fosters that team and networking approach by bringing

together the expertise of all for the good of the participant by providing holistic advocacy and service delivery.

Intake

Intake is one of the most important Benchmarks for the participant's success in this program. Rapport is established; immediate needs can be ascertained and acted upon (referral for emergency shelter, food, clothing, personal counseling, substance abuse counseling); a long term Employability Development Plan can then begin. All staff do Intake.

The designated CCIP Intake form is administered to all Adult Homeless. In addition, a Name, Address, and Phone of someone who will always know how to contact the Homeless Participant will be recorded. Also, Coursework Contracts, Job Placement Contracts, and the Employability Development Plan - stating what is expected of the participant and what services can be expected from the program - are immediately signed with copies given to the participant.

If, for whatever reason, a participant is not eligible, they will be referred to other agencies that can help and a record of that referral documented.

Assessment

Assessment - Appropriate, accurate, and ongoing assessment is a must for long term success with Homeless participants. It is time consuming and needs qualified, caring staff. It involves immediate needs such as food, shelter, and cleanliness. At the same time it requires in

depth - examination of short and long term goals and ability to reach them, financial counseling and planning, Career Decision Making and Job Readiness Skills, responsibility for ones own actions, self esteem, assertiveness, need for support groups or personal counseling, detection of substance abuse or mental health problems and proper referrals, educational needs both short and long term, financial assistance for education - courses, books, etc., need for counseling of domestic violence victims, needs of transportation and child care, and proper clothing both for the elements and for job hunt, need for Job Club or OJT/Temp Job, medical health needs, or affordable legal services, language barrier assistance, and referrals to D.O.R.S. for physical/mental disabilities, and assistance with proper ID.

The need for quality staff to identify and then properly refer is evident as is the length of time needed to become familiar with proper referral services. Staff will often work as a Team drawing on each other's expertise.

Assessment is probably the most important part of Intake, and continues as an ongoing part of successful Case Management.

1) Substance Abuse/Mental Health - Alternatives Staff now estimate that approximately 70% of participants have an alcohol, drug, mental health problem, are adult children of alcoholics, are the victims of domestic violence caused by substance abuse or are dually diagnosed (mental health/substance abuse.) Since denial is an integral part of the disease, this problem will often not be shared at intake.

   Therefore, as part of assessment, the participant must also meet with one of Alternatives two Substance Abuse/Mental Health Counselors (both beyond the Masters level.) During this individual interview, rapport is established and the participant is questioned about

living situation, significant relationships, childhood/family dynamics, and familial history of substance abuse. The Michigan Alcoholism Screening Test (MAST) is then administered. If pertinent, the participant is further questioned about quantity consumed or substances involved, and if prescription drugs are used to check on synergistic effects. If no problems exist, the participant is immediately cleared for services. If problems are uncovered, participants can be referred to area agencies such as AA, NA, Alanon, ACOA (proof of attendance required), Elgin Mental Health Center (In-patient,) Ecker Center (Out Patient,) and Renz and Passages (for Substance Abuse); in addition, weekly support groups are now meeting in Alternatives which tie-in with 12 Step Programs and are combined with Education Seminars addressing Co-Dependency, Treatment Issues, After-Care suggestions, Addiction, Drugs, and their effects, and Family Dynamics. Individual counseling sessions can also be arranged or referred out. Participants with a substance abuse problem, as identified during the assessment, need to prove enrollment in a substance abuse program in order to be enrolled in Alternatives. No participant under the influence is served.

2) Basic Skills - Of the 1,421 Homeless participants served in the first two years, over 50% had less than a high school education - some less than sixth grade, some functionally illiterate, some illiterate both in their native language and English, and approximately two-thirds of the Homeless Participants were at only GED level or less. Since the majority of new jobs will require some post secondary education for the first time in history, the need for vocational training in growth industries in addition to ABE/GED/ESL and Literacy is needed to enable these Homeless Participants to not only survive but also eventually prosper in today's post industrial economy.

If the participant has not completed High School, or if the participant has a High School Diploma but feels deficient in basic skills (reading-math,) they are immediately referred to the ABE/GED - Adult Basic Education Department of Elgin Community College. It has not been found necessary to test all participants. The ABE Department is housed in the same building (Fountain Square Campus - Downtown Elgin) as the Alternatives Program. An immediate Assessment Test (TABE or ABLE) is administered, and since the Program is Open Entry/Open Exit, the participant can generally begin classes the next day - both morning and evening classes are available, and child care is available both at the Main and Downtown Campus. If the reading level is below sixth grade, a Literacy Volunteer from the Elgin LVA Program

will be found to work individually with the student in addition to the regular class.

Seminars

In completing the Employability Development Plan, the decision of an immediate job hunt, vocational training, or both education and employment is generally left to the participant. It has been the Alternatives Staff experience that the majority of Homeless Participants need assistance with Occupational Decision Making and Job Readiness Skills and need placement quickly. All of these issues are addressed in the Alternatives Seminars.

The seminars used to be scheduled once a month, but because of the volume of homeless participants and their immediate needs, the Seminars are now conducted every week, Monday through Friday.

The intensive workshop uses group dynamics to help participants pursue career direction and learn successful job hunting skills. Topics include Value Clarification, Career Research (using the "California Occupational Preference Selector" and the "Self Directed Search") Informational interviews, Goal Setting, Work Values, and Activity Preference, Resume' and Application Form Writing, Financial Assessment, Analysis of Skills, Interviewing Skills, and Job Survival Skills. Two videos are also shown on Job Hunting and Job Retention Skills and Positive Mental Attitude. In addition, all participants are assessed for Learning Style and taught Compensatory Skills. Also, mock interviews with area

Personnel Managers who volunteer their time in the Seminar are provided for practice and feedback. The Manager, the Coordinator and/or Personal Advocate/Fox Valley Consortium will conduct the Seminars. If there are five or more interested participants at the Community Crisis Center or the Salvation Army, the seminar will be held at the Centers. If participants are not able to attend the Seminars, Staff will work individually at least three times with them to develop an Employability Development Plan and, if appropriate, a Typed Resume'.

Bilingual Seminars - The Limited English Proficient, Hispanic, or Indochinese participants will complete a similar Bilingual Seminar. It is Bilingual Job Preparation and Occupational Decision-Making followed by individual planning sessions. These services will be provided by the Bilingual Coordinators and done at the Shelters if warranted, and will also be done meeting individually with the participants at least three times if they cannot make the Seminars.

ENROLLMENT

All adult participants who meet the definition of Homeless will continue to have an intake done. However, Alternatives now requires an in-depth assessment as described and a show of commitment on the part of the participant by attending the Seminar before the limited resources of the program are shared. Although Alternatives met or exceeded goals and objectives in the first two and a half years, there remained many Homeless participants who were not following

through. To serve those who would benefit the most, or to serve fewer participants even better, in the third year, all Homeless participants are meeting with the Substance Abuse/Mental Health Counselor and are required to attend the Seminar now starting every week rather than monthly. Fewer have enrolled with even better completion of training and increased job retention rates. Infact, the retention rate as of the last quarterly report was the highest - 64.41 % ever reached by Alternatives even after long term (one year plus) follow up.

To be enrolled a Participant must have completed Intake, Assessment, and Seminar (If Seminar not possible - for example participant is working a Temp Job - Participant has completed Intake and Assessment and met with Personal advocate three times completing the SDS and COPS - Self Directed Search and California Occupational Preference Selector.)

SERVICE 6 - JOB CLUB

Job Placement is achieved by a holistic, case management approach. Self-direction is facilitated and encouraged. Job Club is ongoing and has been expanded to every day of the week. Additional Job Clubs are held at the Community Crisis Center when warranted. Over 80% of participants who actively attend Job Club are placed. Each client attending will be provided with at least one new job interview. Clerical candidates can receive a typing test in the Elgin Community College Secretarial Lab to indicate their current typing speed.

The Job Club uses group dynamics and peer support to enable clients to share interests and job aspirations. They review news paper ads, use immediate access to jobs in Elgin Community College's Computer Assisted Placement service (CAPS), and make direct calls to employers. Participants are able to choose quality clothing for interviews from a donated wardrobe and are also referred to a resale shop where they can choose clothes. (Up to $20/participant). Referrals can be made to the YWCA for showers and to a local beauty school for hair cuts. In addition, a Positive Peer Support Group has been incorporated into the Job Club emphasizing positive self esteem, taking responsibility for one's actions, good work ethics, and how to maintain and grow with a position once it is secured. Participants can be attending the Seminar and Job Club at the same time.

All staff share responsibility for job placement each placing and doing follow-up under direction of the Manager and Coordinator. The Bilingual Coordinator assisted by placement services at Centro de Informacion places and does follow-up on Hispanic Homeless.

JOB DEVELOPMENT

I. Alternatives is fortunate to be located in the Division of Corporate Development at Elgin Community College. (See Elgin Community College Organizational Chart attached.) Colleagues in this division do active and daily outreach to area Business and Industry to develop training and offer Conferences. These co-workers share

job opportunities with the Alternatives staff.

II. Over twenty-five (25) Human Resources (Personnel) Directors now volunteer at least two hours of their time, on a rotating basis, in the weekly Seminars in Alternatives. This enables these Human Resource Personnel to not only see the program and meet staff, but more importantly to meet the participants. This has on many occasions led to job offers and placement. Many times, these Human Resource Directors will also bring their current job openings with them. For example, just recently the Director at David C. Cook Publishing brought his listing with six openings.

III. Alternatives Staff members actively attend area meetings to network, explain the program, and get job leads. These meetings include - Chamber of Commerce, Women Division - Chamber of Commerce, Women In Management, Altrusa, American Association of University Women, Personnel Associations, Various area Women's Clubs, United Church Women of America, League of Women Voters, Kiwanis, Elgin Hispanic Network, the Health and Welfare Association, and area JTPA quarterly meetings and PIC meetings. Documentation of those attended meetings is shared in the Quarterly Reports.

IV. Alternatives Staff - specifically the Intake Assistant/MIS Specialist and the Staff Member facilitating the Job Club do "cold calls" to area business/industry to locate available positions in the

"Hidden Job Market." All staff watch for "Help Wanted" signs in the community. Participants in the Job Club are also encouraged to do "cold calls" to area employers in the field of their choice.

V. Alternatives is also fortunate to have the ongoing support of the College Public Relations program and has had many positive articles in area press including the Chamber of Commerce News, the Northwest Herald, the Elgin Daily Courier News, etc. In June, 1991, Alternatives was featured on the front page of the Chicago Tribune. This led to a call and visit from two staff involved in training at the NBD - National Bank of Detroit.

VI. Area employers will call Alternatives with openings. Infact, an owner of an area restaurant came to the program looking for a "Bus Boy" -part-time. A homeless participant in the Seminar interviewed with him and was immediately hired. The position became full time and led to a waiter/cook. The participant is still employed there and now has permanent housing.

VII. All homeless participants are listed with the Computer Assisted Placement Service located in the Job Placement Office of Elgin Community College. This service links participants with over 400 employers. Participants receive mailed job leads according to their qualifications.

<u>TRAINING</u>

In addition to the Seminar, and Job Club, Homeless

participants will be assisted in beginning vocational training programs of between 5 and 16 weeks in length - ABE/GED/ESL, Certified Nursing Assistant, food sanitation, auto mechanics, plastics, data processing, keyboarding, accounting, maintenance, and machine tool (CAM) are the most frequently chosen. Also ESL will be provided, Levels I-III at Centro, I-X at Elgin Community College. Participants will be assisted by the Coordinator or Bilingual Coordinator with tuition, books, child care if necessary, and bus transportation to and from credit classes. All participants will have an appointment with an Elgin Community College Career Counselor and will also be given PELL Grant applications so that after their situation has stabilized they can consider long term goals such as Associate Degrees. Participants are generally advised to take only one class at first since most have never before taken college classes. A Single Parent Student Club has been established, meeting on Thursdays as a Support Group, since most participants have no role models among family or friends, and there is an on-going Support Group for Displaced Homemakers meeting every Tuesday. In addition, there is now a "Successful Study Skills" group meeting on Thursdays and a Support Group for Parents on Monday. Follow-ups will be done every four weeks with tutoring available through the College Special Services at no charge. Participants will complete short-term vocational training confirmed by College Records.

In most instances, participants will enroll in credit classes only after a job and permanent housing have been

established. Exceptions to this are women with children receiving AFDC. For these women, the job hunt will often, though not always, begin only after training is completed.

JOB PLACEMENT/RETENTION

Job Placement is achieved by a holistic, case management - team - approach. Self-direction is facilitated and encouraged.

All staff share responsibility for job placement each placing and doing follow-up for at least 30 to 60 participants under the direction of the Manager. Alternatives has shown that permanent housing will follow as a domino effect after permanent job placement through networking, ads, and list of housing leads kept on file.

Retention and Job Survival are facilitated with active follow-up, one week, then every month after placement until 13 weeks is confirmed. Intervention with an employer can prove effective; for example, a particular course to update a client's skills has made retention possible. Because OJT's have been limited, temp jobs are now also being used fairly effectively and have led to a few permanent positions. In addition, Alternatives also provides six work experience positions. Alternatives has had this service since 1987 in other programs and now offers it to Homeless. Each of the six works in Alternatives Offices or other offices at Elgin Community College for a maximum of 80 hours at $5/hour, assisting with daily activities. This "work experience" has often led to other permanent positions.

An increase in job retention for former Homeless women was brought about by increased supportive services for them after placement - such as additional assistance with Child Care costs. To further increase job retention for all participants, in addition to the one time only rental assistance of $100 to $150, toward permanent housing for security deposit and first month's rent, (used in combination with other agencies assistance) Alternatives will continue to assist with an additional $50 toward the second, third and fourth month's rent providing permanent, full time, unsubsidized employment is maintained. This $50, although small, is assisting and easing the transition from Homelessness to Permanent Housing.

Job Retention Strategy

1) Job Retention is targeted from the moment the participant enters the program by requiring a commitment from them to a change in life style. No participant is enrolled in the program until they see a Support Group Facilitator (who is a Certified Substance Abuse Counselor beyond the Masters in Mental Health) and attend the one week Seminar dealing with Occupational Decision Making and Job Readiness Skills.

2) Job Retention requires secure housing and basic needs met; therefore, funding for the move-in costs of permanent housing are vouchered after the full time permanent job has been found. Additional funds ($50/month) are vouchered to the landlord providing employment is maintained. This allows the Case Manager to assist in problems that may arise in the transition from Homelessness.

3) Long term commitment is maintained to the participant with Support Groups, referrals, or additional training. The causes of homelessness are generally not overcome in a short time frame.

SUPPORT SERVICES

Support Services are available after enrollment and are an integral part of the Holistic approach to Job Training and Placement of the Homeless done as a Team by the Alternatives Staff. It is multifaceted and varied as is the Homeless population - individually tailored for each participant. This will include: Emergency food, Shelter, Clothing, Substance Abuse/Mental Health Assessment and counseling, Child Care--and Transportation.

Transportation - usually bus token or gas for car, Medical care, Eye glasses, Clothing for work--boots/uniforms, Support groups, Hair cuts, Showers, Tuition and books, Support Groups/Mentors.

Alternatives also networks with other agencies such as Public Aid to provide services such as transportation and child care. In addition, Alternatives also houses a "JOBS" program called "Opportunities." However, only about 10% of Homeless participants with children are receiving AFDC. Many are applying.

Lack of available, qualified affordable child care is of primary concern--again 57% of Homeless in this program have children. When starting salaries average $5.75/hr, and child care can run as high as $3.00/hr, the problem is obvious. In addition licensed child care for infants is almost non-existent as is child care between 4 PM and 7 AM.

HOUSING

Many of the homeless lack the most basic needs such as food, clothing, and shelter. The objective of housing

intervention is to find the most suitable, long term and cost effective shelter/housing arrangement possible. It is extremely difficult, if not impossible, to find or maintain employment without secure, adequate housing.

Emergency Shelter

a) Community Crisis Center - for women and children - generally a waiting list - maximum stay approximately four (4) weeks - Sub Contract - Formal Agreement.

b) P.A.D.S.- in area Salvation Army Basement - 7 PM to 7 AM ONLY November 1 to April 15 only.

c) The Aurora Mission - reached with bus tokens.

d) The Hessed House P.A.D.S. - in Aurora - bus tokens needed.

e) Two to Three nights at an area motel - vouchered through the Crisis Center.

TRANSITIONAL HOUSING

a) Formal agreement with the Transitional Living Center (TLC) at the Hessed House - Aurora (up to 1 1/2 year stay).

b) Informal Link with Lutheran Social Services - Ad Center and Residence West - up to six (6) month stay.

c) Assistance from various Church organizations on occasion.

PERMANENT HOUSING

a) After full time, permanent unsubsidized employment has been found, voucher funds for participant for first months rent and security deposit in coordination with funds from the Crisis Center, Salvation Army, and on occasion other agencies or churches. An additional $50 per month for the next three months when work is maintained.

b) Working with Elgin Housing Authority to secure additional vouchers for subsidized housing.

Description of Service Utilized by Demographics

JOB CLUB ATTENDANCE

SUMMARY

SEPTEMBER 26, 1991 THROUGH APRIL 20, 1992

	TOTAL SESSIONS ATTENDED	TOTAL INDIVIDUALS ATTENDED	FREQUENCY 2-5 DAYS	6-10 DAYS	11-15 DAYS	OVER 15 DAYS
MALE	631	135	43	21	3	7
FEMALE	106	44	13	7	0	0
TOTAL	737	179	56	28	3	7

ONE WEEK SEMINAR ATTENDANCE

4/1/91 TO 4/6/92

Total 224 (73 had intakes prior to 4/91)

Male - 115
Female - 109

Co-Dependency Support Group - Monday Nights

	TOTAL SESSIONS ATTENDED	TOTAL INDIVIDUALS ATTENDED	ONE NIGHT	2-3 NIGHTS	4 - 10 NIGHTS
Male	62	30	19	7	4
Female	34	14	8	3	3
Total	96	44	27	10	7

It is interesting to note the almost equal number of male/female ratio in the Seminar as is also shown in Enrollment. In addition, the ratio of male/female in job club is similar to percent placement.

Homeless participants joining the program who want a change in lifestyle, want to become financially independent, and who are capable will enroll. This will be shown to be evident in Section VIII - Program Effectiveness. Approximately 85% of participants placed in jobs had completed some component of the Seminar and 60% had attended Job Club at least once. Few attended Job Club more than 10 times.

The following three pages contain Flowcharts and Diagrams depicting the Alternatives Program, its services, and its Consortium/Coalition.

Figure 30A shows the schematic "Client Flow Chart" from referral to job retention and permanent housing.

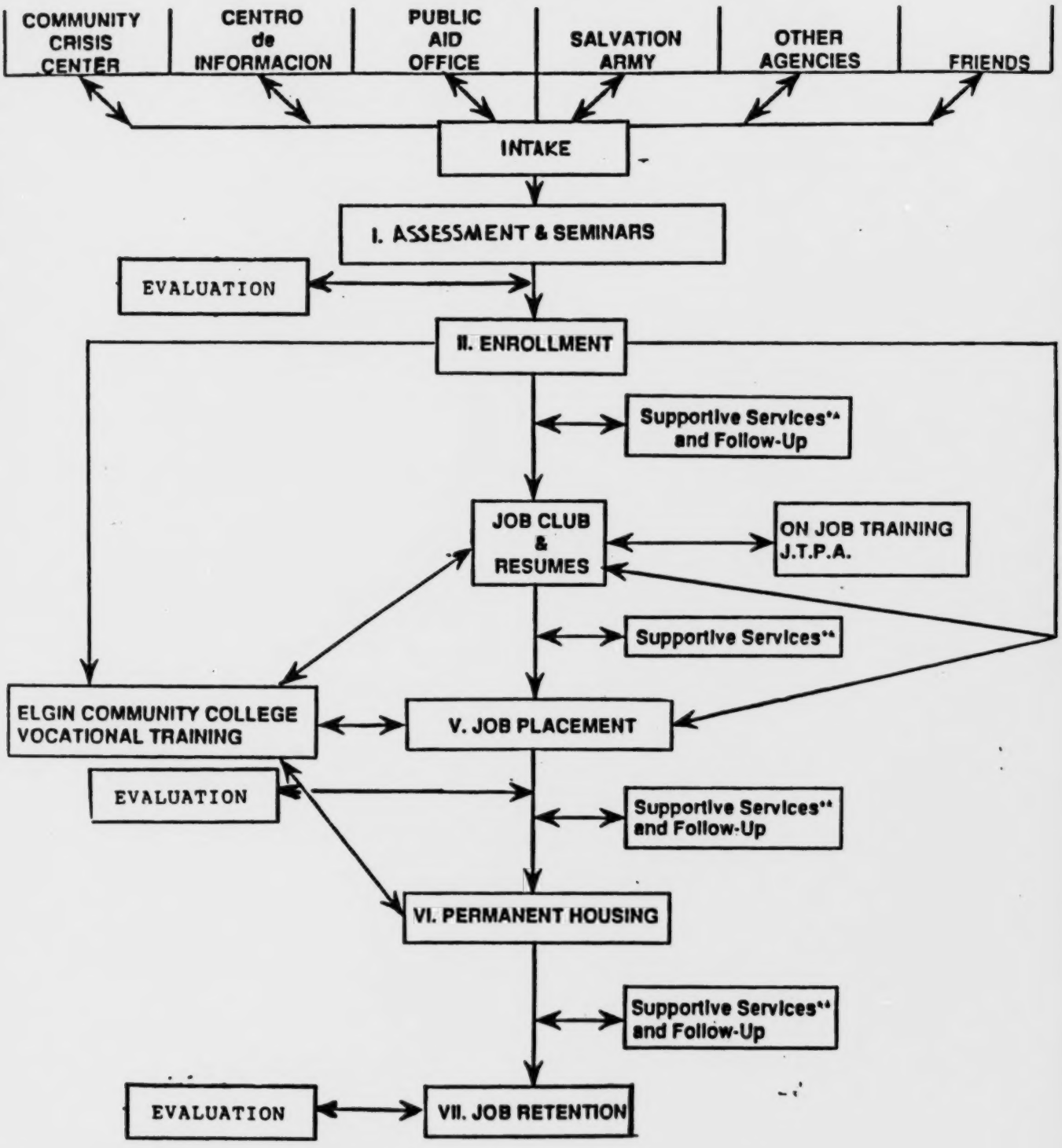
Figure 30B depicts a Congruance Model applied to the Alternatives Program and the Homeless Participant's progress from entry to exit.

Figure 30C portrays the Consortium/Coalition approach used.

FOX VALLEY CONSORTIUM FOR JOB TRAINING AND PLACEMENT OF THE HOMELESS

1990 - 1994

CLIENT FLOW CHART



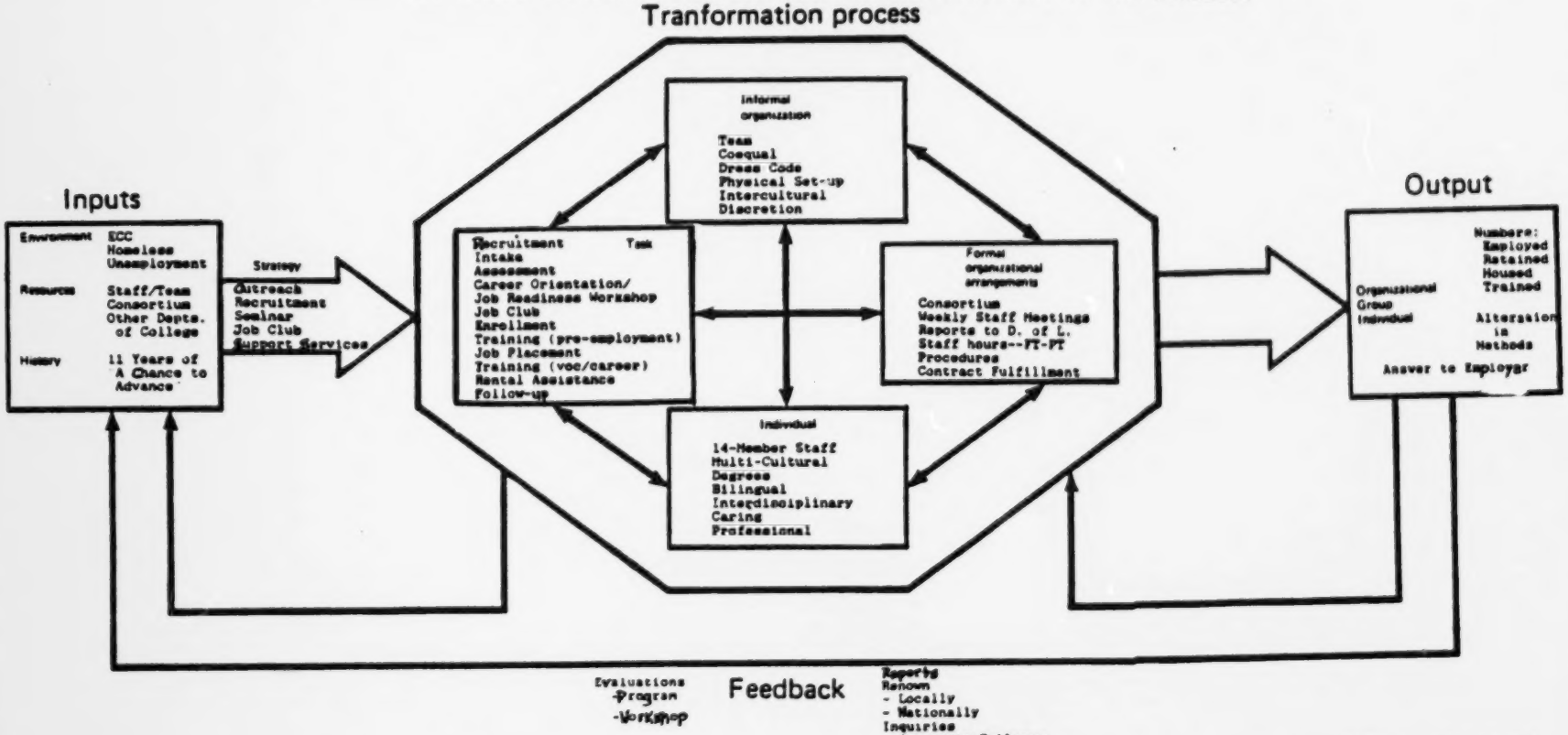
*Services for the Hispanic and Indochinese Limited English Proficient

**Individual Counseling

Support groups led by certified counselor

Child care, transportation and tuition reimbursement available to eligible clients

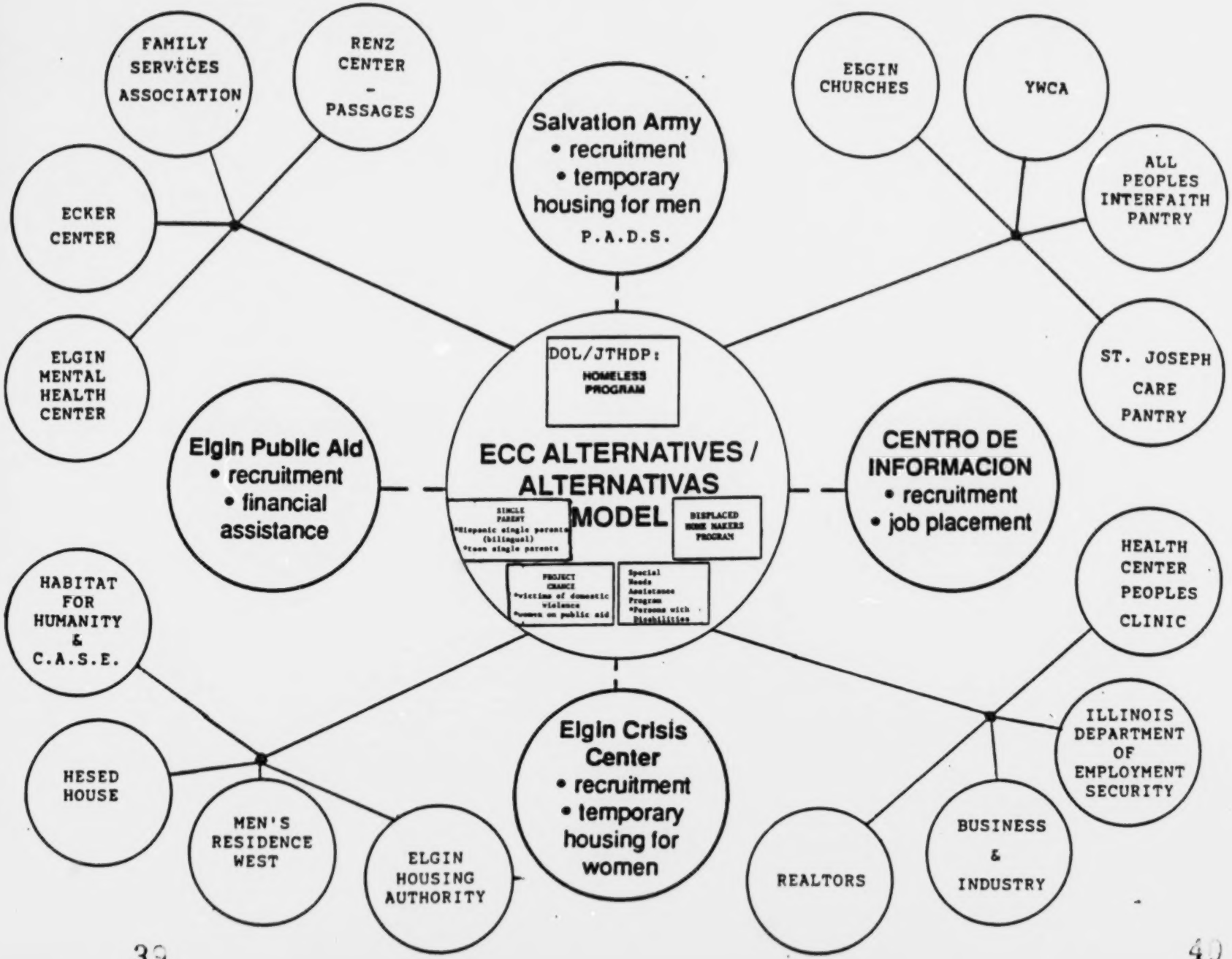
NADLER & TUSHMAN
CONGRUANCE MODEL APPLIED TO ALTERNATIVES--
FOX VALLEY CONSORTIUM FOR JOB TRAINING AND PLACEMENT OF THE HOMELESS



-- John P. Wentland
1/92

30 B

BEST COPY AVAILABLE


FAMILY SERVICES ASSOCIATION
RENZ CENTER - PASSAGES
ECKER CENTER
ELGIN MENTAL HEALTH CENTER
Salvation Army
• recruitment
• temporary housing for men
P.A.D.S.
ELGIN CHURCHES
YWCA
ALL PEOPLES INTERFAITH PANTRY
ST. JOSEPH CARE PANTRY
DOL/JTHDP:
HOMELESS PROGRAM
ECC ALTERNATIVES / ALTERNATIVAS MODEL
SINGLE PARENT
*Hispanic single parents (bilingual)
*Asian single parents
DISPLACED HOME MAKERS PROGRAM
PROJECT CHANCE
*victims of domestic violence
*women on public aid
Special Needs Assistance Program
*Persons with Disabilities
Elgin Public Aid
• recruitment
• financial assistance
CENTRO DE INFORMACION
• recruitment
• job placement
HABITAT FOR HUMANITY & C.A.S.E.
HESED HOUSE
MEN'S RESIDENCE WEST
ELGIN HOUSING AUTHORITY
Elgin Crisis Center
• recruitment
• temporary housing for women
HEALTH CENTER PEOPLES CLINIC
ILLINOIS DEPARTMENT OF EMPLOYMENT SECURITY
REALTORS
BUSINESS & INDUSTRY

IV. PROGRAM IMPLEMENTATION

Actual work with Homeless women and their children began through Alternatives at Elgin Community College in 1985. Active outreach began in '85 to the area shelter for women and children (Community Crisis Center) located two blocks from the Downtown Campus and the Elgin Public Aid Office. Of seven such programs in the State of Illinois, it was one of only two that were successful that first year. The program continued to meet or exceed its goals of Job Training and Job Placement, and in 1988, the project manager for this Family Crisis Project in Springfield encouraged Alternatives to apply for the JTHDP through the United States Department of Labor and sent the RFP to Alternatives.

In preparing the RFP, Alternatives contacted the Directors of four agencies. The Community Crisis Center, the Public Aid Office, Centro De Informacion, (The Hispanic Community based organization which has worked with Alternatives since 1985 in providing all services in Spanish,) and the Salvation Army. All agencies had in-put into the development of the grant proposal including projected numbers served and amount requested.

Upon approval of the Homeless Grant - 10/88, referrals began immediately, for the Consortium of Agencies was in place and had already worked together for three years.

All new staff were hired and in place by 11/88. The staff was and remains extremely well qualified. Currently, two are at the doctorate level, one at 50 hours beyond the

masters, four at the masters level, two trained in substance abuse counseling and mental health. One has 20 years experience in Volunteer Organizations, and one was the Director of Job Placement and Financial Aid at a Community College for 17 years. Two are beyond retirement, six Bilingual (3 Hispanic, 1 Indochinese, Lao and Thai, one Bengali, and one American Sign Language.) 12 are women, 4 men and 7 minority. They are all dedicated, caring professionals.

Two main problems were encountered the first year. One was the payment for emergency and permanent housing. Because of the approval system, checks usually take at least two weeks through the College. Also, the Crisis Center was the agency in the Community which usually handled housing assistance. Therefore, now assistance for housing - both emergency and permanent - is vouchered through the Crisis Center. A much better arrangement for Homeless participants and both agencies.

The second problem was the actual number of Homeless. The grant projection of 250 for the year was better than doubled - 569. To accommodate the number, the program was increased in the second year from $150,000 to $331,000. The numbers of homeless, however, continued to swell. In the second year, it was projected that 500 new participants would be enrolled; the actual number was 717. (In addition, daily calls and visits are received from the potential homeless, those who have either five (5) day eviction notices from their landlords or court ordered evictions. These people are

referred to other agencies. This issue has been addressed by Consortium Directors, Alternatives Staff, and most importantly by former Homeless participants who are now employed with stable housing. They have volunteered their time for an Advisory/Mentor Group. The conclusion has been to serve fewer participants better, or to serve those who will benefit the most from Job Training and Placement Services. All Homeless participants referred to the program will continue to have an Intake. However, only those who - a) meet with Substance Abuse Counselors, b) follow through on referrals, and c) complete the Assessment and Seminars, are enrolled. This new procedure or approach caused a great deal of resistance from the staff. Infact, the approach was again taken back to former participants (now serving as mentors) and consortium Directors. Positive reinforcement was received from both sources. The results of this new approach are positive. For example, in the first year the retention was at 44%, in the second year and a half - 53%; this year showed a 64.41% retention rate.

In addition, the results of comparing Unemployment Insurance Records of Homeless with Intake to Intake/Enrolled are also very positive. The longer term follow up results are shared in Section VIII - Program Effectiveness.

In the shift to the new initiative, few problems were encountered as Alternatives always had provided for links with emergency and permanent housing. It is indeed fortunate that a half-way house in Elgin has worked closely with Alternatives

for years. It is also very fortunate that a new Transitional Living Center in Aurora (Hesed House) just opened last fall and now has a formal referral agreement with Alternatives. Staff have already done outreach there and have made several successful referrals. The problem of lack of affordable housing continues, but four meetings have been held with HUD and the Elgin Housing Authority, and it is hoped that additional certificates (50) will soon be available specifically for Homeless.

Over all Problems/Challenges

The Homeless population presents extremely complex and diverse causes. Solutions are not always Job Training and Job Placement, but herein lies the beauty and strength of the Consortium/Coalition approach.

1) Lack of Eduction - approximately 50% of the Homeless seen in this program were less than high school with over 60% at the GED level or less. With a post-industrial economy where 75 to 85% of jobs require training beyond high school, being at the Community College with immediate access - at no charge - to assessment in math/reading - ABE/GED/ESL, and mainstream credit classes is invaluable.

2) Substance Abuse - Staff estimates that 50 to 70% of participants have a Substance Abuse or Mental Health problem which includes Adult Children of Alcoholics, Dually Diagnosed, Survivors of Incest, and Victims of Domestic Violence Caused by Substance Abuse. Denial is

common. Immediate assessment and proper referrals are essential. The participant can be successful if committed to a life style change.

3) Medical/Mental Health Problems - Epilepsy and Diabetes which have gone untreated have been seen in the Homeless Population. Others have been diagnosed with a positive TB test. Fortunately a health clinic for Homeless opened in the area shortly after the program began.

4) AIDS - HIV Positive - Both Homeless men and Women have shared their diagnosis of AIDS or HIV positive tests with staff. All are referred to SSI and Pastoral Support Networks.

5) Hallucinating Schizophrenics, Dually Diagnosed - With these Homeless participants referrals to In Patient/Out Patient services are only effective if the participant chooses to follow through. Police can help only if the participant lashes out at themselves or staff and can create dangerous situations.

6) Terminally ill cancer patients - These Homeless participants have been successfully referred to SSI, and subsidized housing.

7) Threats to staff - To this point threats to staff by participants have been only verbal. A Security guard in the building is called if difficulty is probable. Whenever possible, Alternatives staff tries to anticipate rather than react. Staff works with difficult participants in small groups rather than alone.

8) Participants' Death - In a Homeless Program, losing a participant doesn't always mean just losing contact. Five participants died in one year - one a Viet Nam Vet, another an infant.

9) Remember - For any new program beginning its work with Homeless, the program cannot be all things to all people and you cannot serve them all.

V. PROGRAM LINKAGES

The multifaceted nature of Homelessness demands a Consortium or Coalition approach; indeed, a community response to the Homeless in their midst is needed combining private sector with local, state, and federal resources.

Key Elements - If possible - shared staff, formal subcontracts, visits, shared staff meetings, frequent phone contact.

The Consortium approach, a group of agencies working together, has proven to be a successful way to approach the many problems of the Homeless Participant. This consortium has grown not only more evident but has expanded to include well over 30 different agencies, service providers, and churches. The original Consortium of five agencies remains as the Hub with periodic meetings of all 30 plus interested community components.

Consortium - Works best - bottom up, grass roots. Generally takes several years to fully develop.

Four (4) Main Linkages - Formal subcontracts with one (1) - the Community Crisis Center. Staff visits to all four at least once each week, phone calls often daily.

1) Community Crisis Center - Area shelter for women and children. Office provided for Alternatives staff. Formal subcontract for 24 hour professional support services and referrals. Also voucher all emergency and permanent housing funds through the Crisis Center.

2) Centro de Informacion - Hispanic community-based organization. Has worked with Alternatives since 1985. Recruiting, and ESL classes done both at Centro and ECC.

3) Salvation Army - Referrals and recruiting, provide emergency food, clothing, furniture, etc., at no charge to program. Currently provides overnight shelter 7 P.M. to 7 A.M. - October through April to Homeless men, families, and over-flow women and children from Crisis Center. Also provides funding for permanent housing, emergency housing, and gas for cars.

4) Public Aid Office - Referrals, emergency food vouchers, food stamps, and medical card. Can provide emergency assistance for victims of domestic violence--up to $1,200 if abuser was legal spouse, police record made and was recent. Can also assist other Homeless with proof of eviction. Director of Public Aid has often assisted with "red tape" issues. Will provide child care and transportation assistance for AFDC recipients.

5) Alternatives-ECC - Provides:

   a) intake/assessment/case management
   b) seminars on occupational decision making and job readiness skills
   c) daily job club
   d) ABE/GED/ESL assessment tests and classes
   e) vocational training credit classes
   f) career counselors
   g) computer aided job placement office

h) job placement and follow-up

i) certified substance abuse and mental health counselors

j) support groups - CoDependency, Parenting, Displaced Homemakers, Single Parent Student Club, Bilingual group when warranted.

k) CCIP data entry

l) many support services including clothes for interviewing and uniforms or work boots.

m) referrals

n) grant administration

o) tuition, books, bus tokens and child care provided.

These five agencies provide the hub or nucleus of services to the Homeless. However, the entire community is responding. Especially in the second year, and noticeably in the third, more agencies and private individuals are joining. It is now planned to maintain the original five agencies as the nucleus of the Consortium, but to expand and meet periodically with a host of other agencies as the "Fox Valley Coalition for Job Training & Placement of the Homeless."

Other agencies actively involved:

1) Elgin Mental Health Center - Cross referrals and assistance with housing and in-patient services

2) Ecker Mental Health Center - Out-patient services and assistance with housing.

3) Renz Center - Substance Abuse Counseling Center -- however, long waiting list. "Passages" (substance abuse treatment for women).

4) A.A., N.A., Alanon, A.C.O.A. - Both Spanish and English on-going groups and emergency assistance.

5) Veterans Administration - Have provided personal transportation for vets to substance abuse treatment and hospitalization for medical problems.

6) Shop 'N Share - Area resale shop accepts vouchers for Homeless.

7) Y.W.C.A. - Provides showers for Homeless for $1.00. Also assists with child care and summer day camp.

8) - 17) - Ten Area Churches - Providing PADS shelter and soup kitchen now seven days per week.

18) Family Service Association - Provides emergency personal counseling -- for example, suicide threats and personal financial counseling.

19) Two Area JTPA Groups (KDK & Northern Cook County (PIC) Provide OJT although limited, counseling and job training/placement.

20) Illinois Department of Employment Security - Two case workers for assistance with job search, one for vets, assistance with unemployment insurance and follow-ups using unemployment insurance records at no charge to the program.

21) Illinois Probation Officers - Office directly across the street.

22) Elgin Housing Authority - Assistance with vouchers, certificates and Section 8 Housing, two year plus waiting list.

23) Hessed House - In Aurora--has PADS shelter, food, clothing, and has opened a Transitional Living Center for 57 in 07/1991. Has worked cooperatively with Alternatives, and now has a formal agreement with Alternatives for referrals.

24) The Mission - In Aurora--shelter for over 100 men and about 12 women. However, strongly church oriented.

25) Half-Way House - For men in Elgin sponsored by Lutheran Social Services--refers all residents to Alternatives for job training/placement.

26) Ad Center - Lutheran Social Services in-patient treatment center in Elgin.

27) D.O.R.S. - Provides counseling and job training/job placement for those on SSI. Excellent joint efforts and referrals.

28) Social Security Office - Active referrals for many participants.

29) Fox Valley Center for Independent Living - Provides assistance for the handicapped Homeless. One of their counselors is a former Alternatives participant.

30) Lens Crafters - Private sector business provides eye glasses for Homeless.

31) St. Joseph Center - Combined effort of St. Joseph Church and St. Joseph Hospital--providing free medical services for homeless. Planning to provide warming center during the day.

32) Sherman Hospital - Provides emergency psych evaluations and admissions. Their personnel director has also volunteered to do practice job interviews and has hired Homeless.

33) Apostolic Christian Rest Haven - Executive Director, R. Schmidgall--volunteers to do practice job interviews and has hired Homeless.

34) Elgin Precision Glass Company - M. Smith, personnel, has volunteered to do practice job interviews and has hired Homeless.

35) First National Bank - Has provided gifts at Christmas and job interviews.

36) One Church/One Family - Adopts Homeless families and provides support.

37) Living Lord Lutheran Church - Bartlett has adopted a homeless family and often provides transportation for the Homeless.

38) DCFS - Provides listings of licensed day care.

39) W.I.C. - Provides medical assistance and food for pregnant women and children.

40) Keystone Realty - Barbara Maning provides many leads of private sector housing for employed, former Homeless. Has twice joined meetings with HUD representatives.

41) Many other private sector businesses and landlords.

*PROGRAM LINKAGES

SOCIAL SERVICE AGENCIES	CHURCHES	GOVERNMENT AGENCIES	BUSINESS AND INDUSTRY
ECKER MENTAL HEALTH CENTER	10 AREA CHURCHES	ELGIN MENTAL HEALTH CTR.	LENS CRAFTERS
AA, NA, ALANON ACOA	HESED HOUSE	RENZ CENTER	SHERMAN HOSP.
SHOP N SHARE	TRANSITIONAL LIVING CTR.	V. A.	APOSTLE CHRISTIAN REST HOME
YWCA	THE MISSION	JTPA	ELGIN PRECISION GLASS
FAMILY SERVICES ASSOCIATION	ONE CHURCH/ ONE FAMILY	IDES	FIRST NATIONAL BANK (NBD)
HALF WAY HOUSE	LIVING LORD LUTHERAN CHURCH	PROBATION/ PAROLE OFFICERS	KEYSTONE REALTY
AD CENTER	SALVATION ARMY	EHA/HUD	25+ PERSONNEL DIRECTORS
FOX VALLEY CENTER FOR INDEPENDENT LIVING		DORS	
ST. JOSEPH CENTER		DCFS	
COMMUNITY CRISIS CENTER		WIC	
CENTRO DE INFORMACION		PUBLIC AID	
		ELGIN COMMUNITY COLLEGE	

*PLEASE ALSO NOTE DIAGRAM ON PAGE 30C.

VI Program Outcomes

ALTERNATIVES PROGRAM
5/1/91 - 4/30/92

	4/30/92
Total Homeless Served	532
Total Homeless Trained (Enrolled)	274
Total Placed in Employment	
Full Time	118
Part Time	11
Temp Jobs	27
Total Retained at 13th week	76
+Retention Rate at 13th Week	+64.41%
Average Hourly Wage	
At Placement	6.56
At 13th Week	6.08
Total Participants with Upgraded Housing	129

+Note - The highest retention rate ever reached by this program. Documented by Unemployment Insurance Records.

Housing Upgrades -

(Includes 23 re-enrolled.)

Permanent Housing	58
Additional $50	41
Transitional	3
Emergency Housing	50

Note - one participant - a Homeless Woman, Displaced Homemaker, Learning Disabled and Hearing Impaired, was on the streets for over six months. She was referred to SSI, the Elgin Housing Authority, and Fox River Valley Center for Independent Living. She now has permanent housing. She has also been referred to DORS for possible sheltered employment.

TRAINING - Break out by type of service.

	Total	Men	Women
Seminars	*224	115	109
ABE/GED	51	19	32
**Credit Classes	92		
Job Club	179	135	44

* Includes 73 Re-enrolled
** 59% Completion Rate through 10/92

It is interesting to note total outcomes since the program began in 1988.

Total Outcomes - 10/88 to 4/30/92

Intake	1,953
Enrolled	1,695
Placed	749
13 Week Retention	385
Housing upgrades	754

Projected/Actual Outcomes by Grant Year

PROJECTED/ACTUAL OUTCOMES

	10/88 - 9/89		10/89 - 3/91		5/91 - 4/92	
	PROJ.	ACT.	PROJ.	ACT.	PROJ.	ACT.
Intake	250	569	687	852	500	532
Enrolled	250	569	687	852	300	274
Trained	115	195	316	732	300	274
Placed	125	288	344	343	160	**118
13 Week	125	127*	297	182	100	76
Housing Upgrade		220	344	405	120	129
Retention Rate		44%		53.06%		64.41%

* Follow up results 15 months later - 12/90
** Plus 27 temp, 11 part time, and 16 carry over not counted in this figure. In addition, Elgin had a 14.1% Unemployment Rate in 2/92 (IDES).

Please Note - Retention indicates Permanent, Full Time (30 hours per week) unsubsidized employment maintained for 13 weeks.

The Alternatives program has been particularly hard hit by the current economic conditions. Last year the unemployment rate was approximately 7.7%. This year the unemployment rate hit 14.1% (2/92 - IDES). The July rate is 11%.

The most notable increase has occurred in retention rate 64.41%. The new approach is proving itself. By requiring the participant to meet with the Certified Substance Abuse Counselor/Mental Health Specialist, follow through on referrals, and attend the Seminar, the retention rate has increased dramatically. Also, please note the comparison of Enrolled to Non Enrolled - Section VIII - Effectiveness.

An analysis was done on the participants who did not complete 13 weeks. One was dead (a complication of Substance Abuse), one was in jail. The majority - 80% had indicated previous substance abuse problems and approximately 70% could not be located. It is interesting to note that 51% of those who completed 13 weeks also had a previous substance abuse problem. The average wage was over $6.00/hour at placement.

The most frequent types of jobs at 13 weeks continue to be Certified Nursing Assistant, service positions such as fast food, sales, clerical, and machine operator or stock - warehouse, cleaning. Almost all jobs at 13 weeks offer health benefits but many participants cannot afford them.

One truly noteworthy success - a former Homeless participant from the first year of the program, who has

volunteered as a mentor, now owns his own home!

A project to study learning style was undertaken this year. Results show that homeless participants will benefit from compensatory skills but show no major deviation from all Alternatives participants.

	Visual	Auditory	Kinesethic
All participants	20.22	18.10	20.21
Homeless participants	20.42	18.26	20.42

It is interesting to note that auditory is the least favored style and yet is important both on a job and in a classroom setting.

The Group Embedded Figure Test (GEFT) was also done and again showed no major deviation for the homeless. These participants can benefit from compensatory skills instruction and assistance with organization of materials.

The Witkin's GEFT measures the way in which information is perceived and processed. Developed in the 1940's, scores can range from 0 to 20. The low scores 0 - 3 indicate Field Dependency or Global Learning Style. These participants generally need more structure in classes, and work well in groups. The higher scores (15 and above) are denoted Field Independent or Analytic Learning Style, and prefer to work alone.

GEFT Results

	Total	High School Graduate	Less Than High School
All Participants	8.63	8.93	7.41
Homeless	8.92	9.65	7.23

Since the average GEFT score for college students is about 10, the homeless participant ranked very well. Also, those less than high school generally average about 5 or less on the GEFT, so again the homeless scored well. Problems are usually only encountered in the very low (0 - 3) or very high (15 - 18) range. These results have been born out by the success of participants in mainstream classes.

SURVEY

A new component to the evaluation technique employed by the program is a survey mailed to all participants reaching 13 week retention, all consortium members and all staff. The survey was kept simple with its focus on rating the program and its services. In addition, the survey wanted the respondents to reflect upon what they thought should be added or dropped from the program. The emphasis of the form for the participants was to examine what they thought was the most helpful in assisting them in getting to the 13 week retention level. Data collected from the CCIP system and evaluators examined the information to distinguish inputs from successful participants and those who were not successful. This survey is designed to get input from the enrollee perspective. The

survey is intended to be direct and simple and not to follow any scholarly standards. The data presented some interesting information. All participants returning the form, bar one, gave the highest rating possible to the Alternatives program for, overall rating, service, and staff. The individual return that was not the highest rated the program a 3 (5 being the highest), services a 4, and staff a 3. Despite this relatively low rating the participant is presently living in an apartment independently, having entered the program in a halfway house. All participants responding to the survey entered the program in jobless and homeless situations. Their situations at the time of filling the survey were all positive bar one who was still unemployed. The remainder were either employed or in school.

The Ratings from staff and consortium members averaged between 4 and 5. Ratings are believed to be lower relatively due to the more critical nature of the program members, be they staff or agency, given the fact that they see more of a mix of program situation. Staff and consortium members saw a general need for more staff and better resources. However, they mostly believed that the program operation was great under the limited resources. This information, along with the ratings of staff and consortium members, show that the respondents truly believe the program is operating well, but they want the best for the program. This is as can be expected.

These surveys help the program greatly to improve services and program operation in the coming year. This simple direct approach to getting feedback on the program will allow the program to address process issues and to increase outcome goals. The Alternatives program endeavors to take every approach possible to increase the success and outcomes of its program. The success of the program is taken personally.

TEMP JOBS

In the first year, very few participants were ever referred to a "Temp" service. However this has become more frequent. Many employers in the area are now hiring only after participants have "proven" themselves through several months of successful "Temp" employment. Records of the "Temp" jobs have been kept separately. In many respects these "Temp" jobs are similar to OJT but are private sector funded. The "Temp" Service Staff keep in close contact with Case Managers/Personal Advocates in Alternatives and immediately inform of any problems such as poor work habits, attendance problems, etc. The unemployment rate in Elgin was at 14.1% (IDES 2/92).

VII. Participant Characteristics

Client Characteristics

The homeless population, like all others, vary from one geographic location to another. The characteristics of the homeless population associated with the Alternatives program are outlined here. Participants have been divided into two general groups: a. all participants; b. all enrolled participants, with participants who have re-enrolled in the program after being terminated distinguished where necessary. Each group is examined in general, and then sub-grouped by those who were placed in employment, and by those who were retained in employment for thirteen weeks or more.

A. All Participants

The individuals in contact with the program, which includes those who were enrolled and those who were not, were primarily white, between the age of nineteen and thirty, single, and whose current housing situation at intake being with friends/relatives. There was no distinction between male or female. The main referral source was word of mouth (42.1%), which attests to the success in outreach and delivery of service of the program. Referrals from other agencies, including agencies from the state and county, amounted to 38% of referrals.

The main reasons that were given for homelessness were: job loss/lack of work (69.9%); lack of affordable housing (65.9%); personal crisis (60.9%); unable to pay rent (58.6%); alcohol abuse (25.0%); end of relationship/divorce (23.2%);

and eviction (19.5%). All other reasons given were given by less than 20%. It should be remembered that because these are self reported they may represent only some of the real reasons. In addition, they may reflect what the individual perceived to be the prime reason. In many cases it is believed that issues generally believed to be not under the individuals control are the main reason for the homeless situation.

Those screened were asked what type of income had they received in the last six months. Of those who responded over 50 % said they had received wage income over the last six month period. No other income entitlement, including AFDC and SSI, had even 10% of respondees receiving income. If these self observations are held true, it shows that this homeless population did not receive large amounts of public assistance.

B. Enrolled Participants

Those screened by program staff and then enrolled in the program were mostly white (53%), male (56.1%), aged 19 to 35 (72.6%), single (50.2%), staying temporarily with relatives/friends (52.2%). Of those enrolled in the program 52.9% have a high school diploma, 14.1% had a GED, and 10.7% had a certificate from a trade/vocational school.

As with all screened individuals the reasons for homelessness given by those enrolled reflected job loss (74.6%), lack of affordable housing (67.7%), personal crisis (63.2%), and an inability to pay rent (60.5%) as the major reasons. Recognizing that "personal crisis" can mean many things other than individual problems, the major individual

problems listed were alcohol abuse (30.6%) and drug abuse (20.3%).

The referral sources again show how the programs reputation leads to many referrals through word of mouth (44.6%) and agency referrals (38.2%). It is recognized that due to the consortium approach taken by the Alternatives program agency referrals are expected to be high. However, the percent of referrals who heard of the program through word of mouth, and followed up by contacting the program, is very high. It is suggested that this is a testament to the positive image and work of the program.

A significant number of participants, enrollees, stated that they had receive wage income in the six months prior to enrollment (49.8%). Other income sources were food stamps (20.1%), GA (11.9%), and AFDC (8.9%). The number of participants who received wage income attests to the fact that work history could help significantly in building the individual back to society, and should be future examined as a significant element that will assist in long term policy decisions that will help the homeless.

C. Placed and Retained Participants Characteristics

Of those enrolled in the program, between April 1991 and March 1992, 129 were placed in employment. Of those placed in employment 62.7% were male, 54.8% were white, 64.3% had dependant children. There was no distinction between those placed and those not among highest grade of education and general age. the main reasons given for being homeless by

those placed in employment were job loss or lack of work (80.1%), lack of affordable housing (69.5%), inability to pay rent (65.1%), and personal crisis (60.3%).

As many as 76 individuals were deemed to have been retained in employment for thirteen weeks or more by the end of July, 1992. Of those who were retained 56.3% were males, with 56.3% being white, 37.5% were single, and an education level that was primarily no greater than a high school diploma.

In a similar fashion to all enrollees the main reason for being homeless among those who were retained in employment was job loss or a lack of work available (81.3%). Other reasons given included inability to pay rent (64.1%), lack of affordable housing (64.1%), and personal crisis (59.4%).

The characteristics of those participants who were first time enrollees during April 1991 through March 1992 do not differ from all enrollees during the same time period including those who had re-enrolled. The general characteristics outlined here can be seen to be similar throughout each of the population subgroups associated with the program. The significance of the source of referrals to the program should not be underestimated. In addition, one can clearly see that the reasons given for homelessness focus primarily on economic issues rather than non-economic issues. Even though the reasons forwarded may not be, in reality, the only reason, or may be the response to another issue (a catalyst), the significance of what the individual sees as the

major reason for their situation should not be overlooked.

A brief examination of the wage structure of those placed in employment and those retained for thirteen weeks or more shows an increase in the average wage at placement to the wage at thirteen weeks. The average wage at placement of all those placed is $6.32, and the average wage at the thirteenth week of those still working was $6.08, a drop. However, if one examines the wage rate at placement of those who retained employment, the placement average wage was $5.98 and rose to $6.17 at the thirteenth week. This clearly shows that the average wage at placement of those retained was less than the average wage of all placements.

This section outlined the basic characteristics of the homeless population associated with the program. Distinctions were made between sub groups by all participants, those placed and those retained. Further examination is proposed, that will examine a multitude of participant subgroups, example of which include, single parents, success rates of hard to serve individuals, and others, in greater detail than examined here. In addition, given the fact that the Alternatives program has been funded for over three years there is a great opportunity to study the long term data and help develop long term goals and policy in relation to serving the homeless.

MAJOR REASONS FOR HOMELESSNESS

	ALL	ENROLLED	PLACED
JOB LOSS/LACK OF WORK	69.9%	74.6%	81.0%
LACK OF AFFORDABLE HOUSING	65.9%	67.7%	69.8%
PERSONAL CRISES	60.9%	63.2%	60.3%
UNABLE TO PAY RENT	58.6%	60.5%	65.1%
ALCOHOL ABUSE	25.0%	30.6%	38.9%
END OF RELATIONSHIP/DIVORCE	23.2%	25.8%	23.8%
EVICTION	19.5%	16.8%	15.1%

ALL = ALL PERSONS SCREENED

PLACED = THOSE PLACED IN EMPLOYMENT OF THOSE ENROLLED

BASIC DEMOGRAPHICS

	ALL	ENROLLED	PLACED
MALE	51.5%	56.4%	62.7%
FEMALE	48.5%	43.5%	37.3%
WHITE	54.7%	52.6%	54.8%
BLACK	29.4%	34.0%	35.7%
HISPANIC	13.9%	12.0%	9.5%
OTHER	2.0%	1.4%	0.0%

EDUCATIONAL ATTAINMENT

	ALL	ENROLLED	PLACED
HIGH SCHOOL DIPLOMA	46.0%	52.9%	57.9%
GED	14.2	14.1%	12.7%
TRADE/VOCATIONAL CERTIFICATE	8.0%	10.7%	8.7%

REFERRAL SOURCE

	ALL	ENROLLED	PLACED
WORD OF MOUTH	42.9%	44.0%	37.3%
OTHER AGENCIES/STATE, COUNTY	38.0%	38.2%	47.8%
SHELTER	14.1%	11.7%	7.9%
OTHER	5.2%	6.1%	7.8%

MARITIAL STATUS

	ALL	ENROLLED	PLACED
SINGLE	50.9%	50.2%	47.6%
SEPARATED	14.8%	14.8%	19.1%
MARRIED	16.2%	15.5%	15.1%
DIVORCED	17.0%	17.5%	17.5%
WIDOWED	1.1%	2.1%	1.0%

PARTICIPANTS WITH CHILDREN

	ALL	ENROLLED	PLACED
WITH CHILDREN	53.6%	55.0%	64.3%
WITHOUT CHILDREN	46.4%	45.0%	35.7%

MAJOR REASONS OF HOMELESS

	PLACED	RETAINED
JOB LOSS/LACK OF WORK	81.0%	81.3%
LACK OF AFFORDABLE HOUSING	69.8%	64.1%
PERSONAL CRISES	60.3%	59.4%
UNABLE TO PAY RENT	65.1%	64.1%
ALCOHOL ABUSE	38.9%	34.4%
END OF RELATIONSHIP/DIVORCE	23.8%	28.1%
EVICTION	15.1%	14.1%

BASIC DEMOGRAPHICS

	PLACED	RETAINED
MALE	62.7%	56.2%5
FEMALE	37.3%	43.8%
WHITE	54.8%	56.3%
BLACK	35.7%	31.3%
HISPANIC	9.5%	12.5%
OTHER	0.0%	0.0%

EDUCATIONAL ATTAINMENT

	PLACED	RETAINED
HIGH SCHOOL DIPLOMA	57.9%	57.8%
GED	12.7%	14.1%
TRADE/VOCATIONAL CERTIFICATE	8.7%	3.1%

REFERRAL SOURCE

	PLACED	RETAINED
WORD OF MOUTH	37.3%	37.5%
OTHER AGENCIES/STATE, COUNTY	47.8%	45.3%
SHELTER	7.9%	9.4
OTHER	7.8%	7.8

MARITIAL STATUS

	PLACED	RETAINED
SINGLE	47.6%	37.5%
SEPARATED	19.1%	25.0
MARRIED	15.1%	20.3%
DIVORCED	17.5%	15.6%
WIDOWED	1.0%	1.6%

PARTICIPANTS WITH CHILDREN

	PLACED	RETAINED
WITH CHILDREN	64.3%	65.6%
WITHOUT CHILDREN	35.7%	34.4%

The effectiveness of the program is reflected in the "word of mouth" referral source being the highest type of referral source. While this could be said not to effect the outcome, it is reflective of successful outcome, thus the significance. In general, it is suggested, that the characteristics of the participants does not impact the source of referrals. One might feel that if most of those referrals were living "on the street," or generally in the same location, proximity of "area" may increase "word of mouth" referrals. By examining other programs in the JTDP this question could be fully addressed.

VIII. PROJECT EFFECTIVENESS

To document the effectiveness of the JTHDP at Elgin Community College, the following study was developed. All Homeless participants continued to have intakes done; only those who met with the Substance Abuse Counselors, followed through on referrals, and attended the Seminar were enrolled. Using Unemployment Insurance Records (IDES,) Job Placement and Retention were then determined for the two subsets - Enrolled and Not-Enrolled. The following table clearly shows the effectiveness of the program.

ALTERNATIVES FOR WORKFORCE 2000

ELGIN COMMUNITY COLLEGE

FOX VALLEY CONSORTIUM FOR JOB TRAINING AND

PLACEMENT OF THE HOMELESS

5/1/91 - 4/30/92

HOMELESS PARTICIPANTS	
INTAKES	532
ENROLLED	274
NOT ENROLLED	258
ENROLLED	
ALL JOB PLACEMENT TYPES	156
FULL TIME/PERMANENT/UNSUBSIDIZED	118
PART TIME	11
TEMPORARY	27
FT/PERM/UNSUB 13 WEEK RETENTION	76
NOT ENROLLED	
ALL JOB PLACEMENT TYPES	37
13 WEEK RETENTION	13

*NUMBERS CONFIRMED WITH UNEMPLOYMENT INSURANCE RECORDS COST PER PARTICIPANT $640.98 COMPARED TO AVERAGE JTPA COST OF $3,000 - $7,000 STATEWIDE.

PERCENT OF ENROLLED PLACED - 57%
PERCENT OF NON ENROLLED PLACED - 14%

In this study, no participant meeting definition of Homeless was turned away. The only requirement for enrollment was as previously stated, meeting with the Substance Abuse Counselor, follow through on referrals, and attending Seminars.

Staff at first were hesitant and reluctant to try this study for it definitely put the program to test. The results are most positive and are due to the courage and tenacity of participants and the quality of the Alternatives Staff - the "A" Team.

Since the study is done "ex pact facto," cause and effect cannot be drawn but a significant difference can be seen between the Job Placement and Retention Rate of the Enrolled Participants compared to the Non Enrolled.

The study also shows that some Homeless participants can indeed be successful without a formal program, but the great majority will be most successful through this type of JTHDP.

A retention rate of 64.4% for a homeless job training program is excellent. It is even more significant when one considers that unemployment insurance (UI) records were used to get this outcome. This means all persons placed in employment could be followed up on, both successful and unsuccessful retention. Compare this method to thirteen week personal follow-up by staff and only those that can be contacted will be used in creating the retention rate. If it is harder to follow-up on failures in the thirteenth week

after initial placement, and it is usually so, the figure will give a program an upwardly bias retention rate.

The use of UI records allows a program to accurately follow-up on the not only placements but other subgroups who have had contact with the program. This usage throughout the JTHDP could bring major finding on program service and future for job training programs.

The overall goals of the program include 1) Job Training and Placement of the Homeless followed by permanent housing; 2) coordination of area service providers, churches, business and industry, 3) the contribution to a body of knowledge capable of replication dealing with successful and cost effective Job Training and Placement of the Homeless.

a) The goal of job placement in the past years has not been a problem. However, this year the economy has been stricken. The unemployment rate in Elgin - 12/91 was 14% compared to approximately 6 - 7% in 12/90 (IDES). In addition, Elgin now has the fastest growing Public Aid Office in the State of Illinois - 39.6% increase compared to a State average of 11% (IDPA.) The economy appears to be improving.

b) The goal of intake/enrollment in previous years was always exceeded. Infact, the volume was the problem. In this grant year, the attempt was to serve those who will benefit the most from Job Training and Job Placement, to serve fewer better. The new approach requires participants to meet with the Support Group

Facilitator (Certified Substance Abuse Counselor/Beyond the Masters in Mental Health) and attend the Seminar before Enrollment. This approach has indeed reduced the numbers, and as the Study done with Unemployment Insurance records shows proved to be effective.

c) Concurrently the retention rate is the highest ever achieved by this program even after long term follow-up. The retention rate for 88 - 89 was 44%; the retention rate for 10/89 - 3/91 was 53%. (Both these figures after long term follow up.) The current retention rate is 64.41%. In addition, the retention rates in GED have risen to 49% and credit class completion is now 59%.

The program has been called "successful" by former Homeless participants, area Human Resources Professionals, and area agencies. "Successful" because Homeless have been placed and retained jobs, secured permanent housing, and increased their level of education.

Participant Subgroup Characteristics

a) It is estimated that at least 50 - 70% have Substance Abuse/Mental Health Problems or are Adult Children of Alcoholics, Victims of Domestic Violence, Incest survivors, or are dually diagnosed. Denial is an integral part. Approximately 80% of those enrolled and placed in jobs who did not attain 13 weeks had a history of substance abuse, yet 51% of those who did succeed at retention also had a history of Substance Abuse.

Therefore, that particular barrier can be successfully overcome.

b) Those with the least education are the most likely to be unemployed or underemployed and thus the least likely to be able to afford adequate housing. However, results show no measurable difference between those less than high school and those beyond high school in job placement and retention.

An ongoing, informal coordination agreement with the Lutheran Social Services Half Way House, Transitional Living Center - has been a tremendous aid for long term solutions.

For example, one participant living at the center has finally been able to link with the ABE program and get the tutoring he has needed for his second grade reading level. He has been attending classes now for several months and works part-time.

c) Single Women with dependant children remain a challenge for Job Training and Placement, but, certainly not an impossible task. For example, this year women represented approximately one half of the intakes, 32% of those placed, and 39% of those retained. Public Aid is not a viable alternative choice. A woman with one child receives only $267 a month, there is almost no housing available at less than $450 a month, and subsidized housing can have a waiting list of two years or more. Subsidized child care is essential; one of

Alternatives participants just found work and was linked with Subsidized Child Care at the Campus. She is paying 25 cents a week for child care. In addition, the highest paying jobs must be found. Participants are encouraged to investigate non-traditional jobs. Infact, Ms. Colleen Henry from the USDOL, Bureau of Apprenticeship and Training, presented at the Crisis Center for Alternatives on March 31, 1992. A small grant has been received through the Women's Bureau - U.S. DOL - to link Alternatives with the Chicago Women in the Trades. This should lead to more non traditional high paying jobs.

d) Interestingly, last year a drop in retention rate was seen for those living in the half-way house. This year a slight increase is noticed - 31% of those placed and 32% of those retained. It may indeed reflect the new approach of the program.

e) The program has served all groups of homeless - single parents, families, mental health and substance abuse problems, single men and women, victims of domestic violence, older adults, veterans and the disabled.

However, there were some individuals who did not want help or some who were either unwilling or unable to follow through. These participants generally have underlying mental health or substance abuse problems. They are often brutalized; stating they are of no danger to themselves or others is a societal "cop out." An agency such as DORS - Department of Rehabilitation

Services could work well with these participants and perhaps even return some to at least sheltered employment. However funding is needed; the area DORS representative now covers 2 counties.

Housing

The number of publicly assisted housing units currently in Elgin is 1,944, in Aurora - about 20 miles south - it is 1,909. However the number on the Section 8 waiting list is 569 for Elgin and over 1,000 in Aurora (Elgin Housing Authority figures cited.) The Elgin Housing Authority has obtained 3 million in HUD grants to renovate its buildings, and plans to apply for another grant this year for additional certificates to assist the Homeless. HUD and the Elgin Housing Authority have met with Alternatives four times in the last year and a half.

Transitional housing did not exist in the Elgin area in 1988; infact there was no shelter for men in Elgin other than two to three nights at an area motel. Shelter for women and children existed only at the Community Crisis Center, and this was limited generally to a three to four week stay. Thus, direct job placement followed by a thorough search for permanent housing (generally unsubsidized) was the only solution for homelessness.

This generally still remains the direction of choice for most homeless participants. Long term education solutions are often postponed until after job placement and permanent housing is found. The approach is successful as long as the

underlying cause of homelessness has been addressed. If not, the revolving door begins again.

Transitional housing is now available for participants (57 units) in Aurora through the Hesed House (opened Fall - 1991) and a PADS program in Elgin is available October through mid April in the Salvation Army. This is making a slightly longer time approach feasible.

The current high unemployment rate accounts for the lower housing upgrades since Alternatives has always tied permanent housing assistance to permanent, full time work.

Effectiveness

Case management must encompass the participant, and the community, and be effective. Goals must be met and in a cost conscious method. Local, state and federal resources are diminishing which emphasizes the need for Coalition Approaches.

Results	88-89	89-91	91-92
Intake	569	852	532
Enroll	569	852	274
Place	288	343	118
Retained	127	182	76
%	44%	53%	64.41%
Upgrade Housing	220	405	129

Cost per participant - 88/89 - $264.00

Cost per participant - 89/91 - $462.00

Cost per participant - 91/92 - $640.98

Cost per placement - 88/89 - $521.00 - Retention 44%

Cost per placement - 89/91 - $1,325.00 - Retention 53%

Cost per placement - 91/92 - $2,643.00 - Retention 64.41%

The National Retention Rate the first year was 42% and the cost - $2,600.00.

Previous cost for local JTPA groups for Total Adult Population served was $3,878.00 and 4,387.00 per participant.

Community Colleges can be a viable and cost effective option for Job Training and Placement of the Homeless if the college chooses to address the population. Participants can be successfully mainstreamed into credit classes.

In addition to regular follow-up activity directed at those enrolled, long term follow-up has been completed using Illinois Department of Employment Security records of Unemployment Insurance to determine job placement comparisons between the two groups - Enrolled vs. Non Enrolled. The results show the definite effect of the program.

IX. Conclusions and Recommendations

1) The new approach requiring participants to see Certified Substance Abuse counselor/Mental Health Specialist, follow through on referrals, and attend the Seminar has led to the highest retention rate (64.41%) seen by this program and has reduced total number of Intakes and Enrolled.

   Better economic conditions should lead to additional job placement with concurrent permanent housing.

2) Preliminary analysis of those who did not attain 13 weeks is already showing some patterns - generally history of substance abuse, most divorced or separated, almost all did not complete the five (5) day seminar.

3) Having two Certified Substance Abuse Counselors beyond the Masters (one now at Doctorate) in Mental Health has been excellent for the participants and program.

4) Linking with the area University - NIU - R. McSharry has been invaluable. Helps to visualize the "forest."

5) A community college, if interested, is a viable option for Job Training and Placement of the Homeless.

6) Coalition/Consortium approach is essential with resources dwindling.

7) Services offered in Spanish, Lao, Thai, and American Sign Language have proved beneficial in this area. (Minority approximately 30%.)

8) Use of Unemployment Insurance records has been an excellent aid and is assisting in showing effectiveness of program.

9) Long term commitment to participants shows results.

10) Program cannot be all things to all people and you cannot save them all. Design of program must reflect that.

11) Holistic case management team approach.

<u>To Replicate this Program</u>

1) A community college or university either located in/or with a campus in the downtown area near target population.

2) Proximity of this campus to/or good public transportation to local service providers - i.e. shelters, soup kitchens, mental health/substance abuse/counseling/medical centers.

3) An ongoing network of agencies including the College interested in and preferably experienced in working with the Homeless or a component of the Homeless population.

4) Caring, professional staff - diversified, representative of the target population, and sensitive to racial/cultural and privacy issues, knowledgeable of the myriad of networking agencies. Substance Abuse/Mental Health Counselor on staff if possible. Multi lingual if warranted.

5) A component of the Program not only addressing the Housing Needs but also - child care, transportation, showers, clothing, food, educational goals - ABE/GED, credit classes, tuition, books, supplies - medical needs, eye glasses, etc. In other words a Holistic approach using a Personal Advocate/Case Management Team.

6) A realistic design which concedes that not all homeless can be assisted through Job Training and Job Placement with proper referrals documented "Work Experience" for participants at the site helpful.

7) A long term commitment to this Homeless population both by site and by funder.

RECOMMENDATIONS

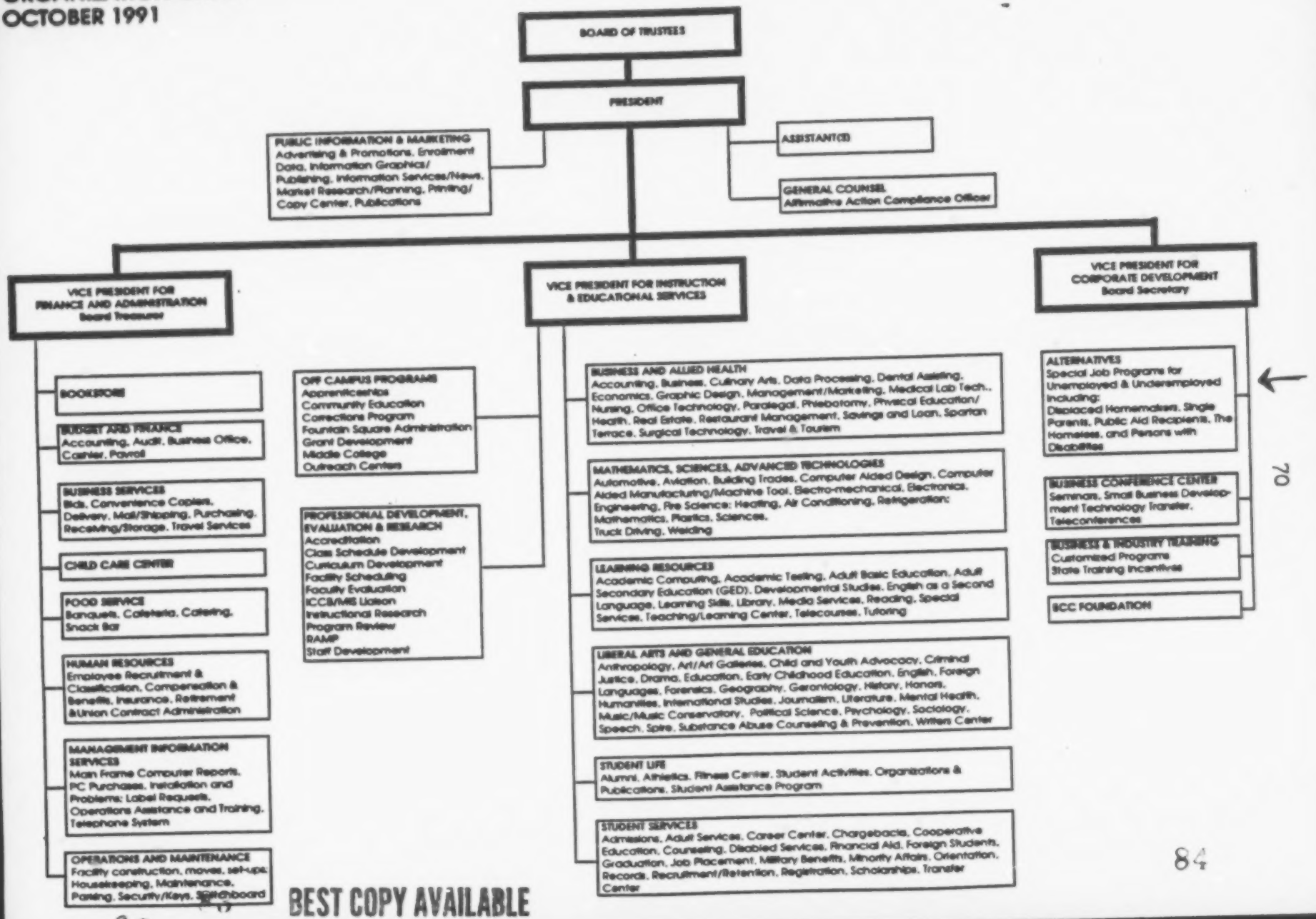
1) When funding is possible, replicate program in other Community Colleges working in Consortium with Community Agencies. Choose colleges with experience in working with the Homeless. The Community Colleges have ABE/GED/ESL, Career Counselors, and Job Placement Staff at no addiional cost to the program. The majority of Homeless are at the High School/GED level or below while in an economy which requires training beyond high school for most jobs. The Community College has professionals trained in working with returning adults. As is shown in Section VIII - Effectiveness - this program has proven effectiveness comparing Enrolled Participants to Not Enrolled using Unemployment Insurance Records.

2) Document all Job Placements in the Job Training for the Homeless Demonstration Programs using Unemployment Insurance Records. This would make comparisons valid between programs.

3) Require a commitment from Participants to a change in lifestyle and to training before the resources of the Program are shared. This has led to higher percentages of placed and retained participants while still serving all the sub-groups in the Homeless Population.

4) Continue Support Services after Job Placement and Permanent Housing have been attained. For example, an additional $50.00 each month for three months has assisted Homeless in the Transition to financial independence and stable housing. In addition, continued assistance with child care can enable Single Parents to maintina their employment. If possible, link these Single Parents with subsidized day care.

ELGIN COMMUNITY COLLEGE
ORGANIZATION CHART
OCTOBER 1991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VICE PRESIDENT FOR CORPORATE DEVELOPMENT
Board Secretary
BOOKSTORE
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BUSINESS SERVICES
Bids, Convenience Copiers, Delivery, Mail/Shipping, Purchasing, Receiving/Storage, Travel Services
CHILD CARE CENTER
FOOD SERVICE
Banquets, Cafeteria, Catering, Snack Bar
HUMAN RESOURCES
Employee Recruitment & Classification, Compensation & Benefits, Insurance, Retirement & Union Contract Administration
MANAGEMENT INFORMATION SERVICES
Main Frame Computer Reports, PC Purchases, Installation and Problems; Label Requests, Operations Assistance and Training, Telephone System
OPERATIONS AND MAINTENANCE
Facility construction, moves, set-ups, Housekeeping, Maintenance, Parking, Security/Keys, Switchboard
OFF CAMPUS PROGRAMS
Apprenticeships
Community Education
Corrections Program
Fountain Square Administration
Grant Development
Middle College
Outreach Centers
PROFESSIONAL DEVELOPMENT, EVALUATION & RESEARCH
Accreditation
Class Schedule Development
Curriculum Development
Facility Scheduling
Faculty Evaluation
ICCB/MIS Liaison
Instructional Research
Program Review
RAMP
Staff Development
BUSINESS AND ALLIED HEALTH
Accounting, Business, Culinary Arts, Data Processing, Dental Assisting, Economics, Graphic Design, Management/Marketing, Medical Lab Tech., Nursing, Office Technology, Paralegal, Phlebotomy, Physical Education/ Health, Real Estate, Restaurant Management, Savings and Loan, Spartan Terrace, Surgical Technology, Travel & Tourism
MATHEMATICS, SCIENCES, ADVANCED TECHNOLOGIES
Automotive, Aviation, Building Trades, Computer Aided Design, Computer Aided Manufacturing/Machine Tool, Electro-mechanical, Electronics, Engineering, Fire Science: Heating, Air Conditioning, Refrigeration; Mathematics, Plastics, Sciences, Truck Driving, Welding
LEARNING RESOURCES
Academic Computing, Academic Testing, Adult Basic Education, Adult Secondary Education (GED), Developmental Studies, English as a Second Language, Learning Skills, Library, Media Services, Reading, Special Services, Teaching/Learning Center, Telecourses, Tutoring
LIBERAL ARTS AND GENERAL EDUCATION
Anthropology, Art/Art Galleries, Child and Youth Advocacy, Criminal Justice, Drama, Education, Early Childhood Education, English, Foreign Languages, Forensics, Geography, Gerontology, History, Honors, Humanities, International Studies, Journalism, Literature, Mental Health, Music/Music Conservatory, Political Science, Psychology, Sociology, Speech, Spire, Substance Abuse Counseling & Prevention, Writers Center
STUDENT LIFE
Alumni, Athletics, Fitness Center, Student Activities, Organizations & Publications, Student Assistance Program
STUDENT SERVICES
Admissions, Adult Services, Career Center, Chargebacks, Cooperative Education, Counseling, Disabled Services, Financial Aid, Foreign Students, Graduation, Job Placement, Military Benefits, Minority Affairs, Orientation, Records, Recruitment/Retention, Registration, Scholarships, Transfer Center
ALTERNATIVES
Special Job Programs for Unemployed & Underemployed including: Displaced Homemakers, Single Parents, Public Aid Recipients, The Homeless, and Persons with Disabilities
BUSINESS CONFERENCE CENTER
Seminars, Small Business Development Technology Transfer, Teleconferences
BUSINESS & INDUSTRY TRAINING
Customized Programs
State Training Incentives
ECC FOUNDATION

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